TURNING GOVERNMENT TO FACE THE PEOPLE

WASHINGTON STATE DIGITAL GOVERNMENT | PLAN 2

Transforming the relationship between Washington citizens and their state government

RELEASE

Gary Locke
Governor

Digital Washington

Welcome to the neighborhood

"We're turning government to face the people,"

concluded Governor Gary Locke in breaking ground on Digital Washington, with the launch of Release 1.0 of the Digital Government Plan earlier this year.

Turning government.

A powerful idea, perhaps the original promise of the reformer. Indeed, there is universal agreement that government can be more efficient and responsive.

Facing the people.

An even more powerful idea, because citizens are not simply customers of public services, but the ultimate owners of the governments that provide these services.

Enter the Internet, which has quickly surpassed any conventional measure as a mass media or distribution channel. It enables the better, faster, cheaper service delivery that citizens as customers expect, while disrupting and replacing tired bureaucratic processes that citizens as owners will no longer tolerate.

How then are we to understand the relationships among the Internet, citizens, and government as they come together in Digital Washington? The answer has less to do with the intangibles of cyberspace[1], and more to do with the concrete ways we live and organize ourselves in the world.

Digital Washington is the place on the Internet where citizens manage their relationships with their government, where businesses and government meet as trading partners, and where governments themselves transform the way they do business. Coming together in a common electronic environment, these diverse interests have pioneered a community that is bonded by the promise of a better way to get things done.

Just as urban planners, civil engineers, and architects remind us that a city or town is never complete—they are always growing, aging, renewing—so it is with the place we call Digital Washington.

On the cover of Release 1.0 of the Digital Government Plan stood a citizen with a briefcase full of plans and dreams for an attractive tract of land and sea that extended beyond the horizon. It is how many communities are born.

In the months since the plan first appeared, much work has been done to establish the foundations, or infrastructure, for the building of Digital Washington.

- The digital equivalents of roads, ports and bridges have been installed and extended, as have a full range of modern utilities.
- Like many new communities, a bank was among the first buildings erected—a means to handle financial transactions behind an edifice of trust and supported by a secure safe.
- At the same time, those that would occupy the town hall have been busy defining and adapting policies, procedures, and rules of the road for Digital Washington.
- Finally, the community founders created a school where, together, they learned how to build the businesses of Main Street in ways that could work best in the new environment.

Add to the mix the on-line business processes that were developed in a neighboring town and imported into

[1] The term cyberspace was borrowed from science fiction to capture the dynamics of what was happening, or might happen, inside the virtual world of the Internet. See William Gibson, *Neuromancer*, New York: Ace Books, 1994

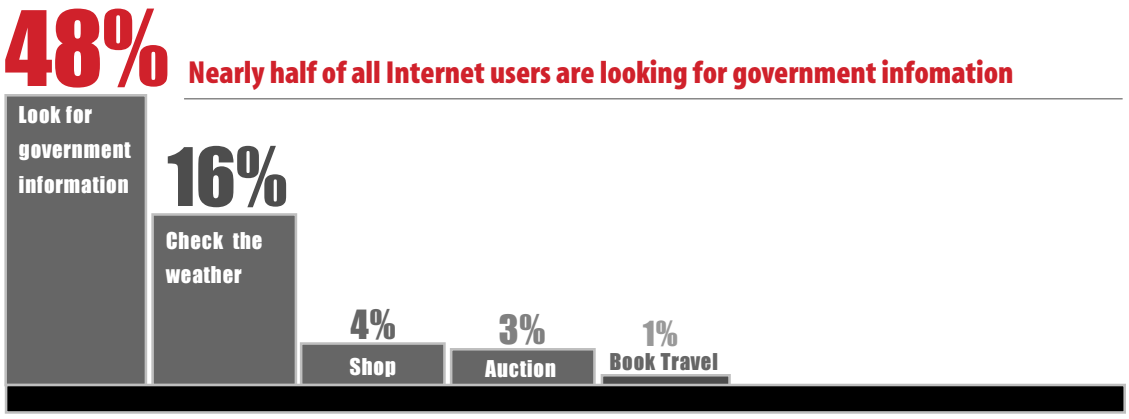
the new community. (A detailed listing of all current and prospective applications, including those that were completed during and prior to Release 1.0 of the Digital Government Plan can be found at the end of this document.)

Importantly, our citizen with the briefcase returns here in Release 2.0 with an expanded portfolio of applications: the goods and services available in this new community. In fact, the portfolio has more than tripled since the first tally, now totaling over 240 applications—22 of those coming online in the last six months alone. What's more, the list of things that the community wants to do next has grown to 89.

A recent survey by the *Pew Research Project on the Internet and American Life* underscores the vital importance of the growing portfolio of digital government applications. In contrast to much of the survey work in this area that looked at how people used the Internet in general terms, Pew asked 3500 people about their specific use of the Internet. Its findings were striking:

- The business-to-citizen and business-to-business categories that have received so much attention enjoyed relatively modest use by respondents. Only one percent of the people surveyed said that they had booked travel online, yet this is estimated to be a $4.2 billion dollar industry.
- Respondents also reported that three percent had participated in an online auction,
- four percent had purchased a product, and
- 16 percent had checked the weather online.

In contrast to the single digit responses in most of the consumer categories, fully 48 percent of the respondents in the Pew Research study reported that they used the Internet to find government information. Public agencies are increasingly able to service these demands of half of all Internet users by transforming government information into actionable knowledge. Making it available over a digital government infrastructure that supports high volumes of secure transactions allows public agencies to respond efficiently to this half of all Internet users.



PEW: The Internet and American Life Project
An initiative of the PEW Research Center, a project of the Tides Center, and fully funded.

Previously in Release 1.0

The original release of the Digital Government Plan anticipated this unparalleled demand and potential for transforming the citizen experience. Release 1.0 provided the vision for digital government, introduced the concepts for its governance, laid a blueprint of its infrastructure needs, and identified the early applications that, together, set the agenda for the first set of construction projects.

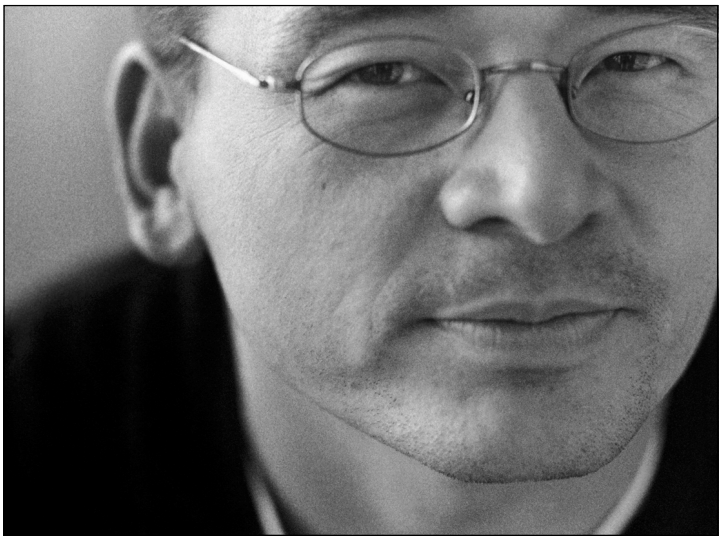
Release 1.0 launched Washington state on a journey through a strategic inflection point, a point beyond which new metrics, new rules, and new expectations apply. This new model of governance assumes:

- The ascendancy of the digital citizenry
- Their expectation of compelling, integrated and simple online experiences with an "always open" government
- Their expectation of a secure online environment and appropriate consumer protections
- Location independence of people through wireless connections and different sizes and shapes of Internet access devices and
- Incubation of innovation from within, followed by rapid replication.

In contemplating an online environment in which real people do real business in real time, Release 1.0 began with the citizen view of the digital government experience:

Consider a person we'll call Diane Doe.
She has just moved back to Washington. As soon as the movers unpack her PC, she logs on to the Access Washington web site and chooses from a menu of some common life events. She clicks on "Moving to Washington,"which gives her a ist of all the chores one commonly has to do to settle in her new community and state. By clicking on those items that fit her situation, she is able to request new plates for her car, register to vote, enroll her son in the local school, send a change of address form to her old post office, and order tags for Fi Doe, the dog. Because Washington has linked its databases and designed its applications to have a common look and feel, Diane has to enter her personal information only once, and is able to choose her payment method from a number of options, all within a secure, trustworthy environment. She has just completed, "online,"in a few minutes what would have taken her days to accomplish standing "in line." And because digital government is available to citizens around the clock, Diane is able to accomplish all this in one evening, with no interruptions to her workday or time with her son.

Access Washington extends to home, school, and work.



In an example of digital government at work, Kevin Nguyen, a small business owner from Spokane, remembers that the deadline for filing his quarterly business taxes is approaching quickly. Since he is in between business meetings in Walla Walla at the time, he uses his palm-sized computer (he could have used his cell phone or other single purpose device), to take care of this chore over the "wireless" Internet. He logs on to the Transact Washington web site, clicks on Business, then Electronic Tax Filing (ELF), and taps in his authentication information at the prompt. An individualized tax form appears, which has all the relevant information, including the tax rates for his business type and location, already entered. The only thing Kevin has to do is enter the financial data for the quarter onto the form. Clicking back and forth between the financials on his personal digital assistant and ELF, he's able to fill in the needed information and the ELF form calculates his final tax liability. It seems like an unusually large amount. He wonders if the tax rates have gone up. So to double check, Kevin asks ELF to show him his filing from last year for the same quarter. Comparing the two, he finds that the tax rates have remained the same but his income has increased. Now satisfied that everything is in order, Kevin completes the form with his digital signature and hits the send button. The tax payment will be made from his business checking account through an electronic funds transfer. Digital government has made the quarterly tax filing process faster, cheaper and better for Kevin. Faster, because he no longer has to pick up forms, read the instructions, fill in the information, calculate the liability, and deposit the letter in the mailbox. Cheaper, because the automated calculations allow him to file the taxes himself. Better, because electronic filing allows him to be more productive and flexible with his time.

Digital Government: Easy for citizens to use

Digital government changes the focus from multiple points of contact with multiple government agencies to a single point of contact that is organized around the life events of citizens and businesses.

Multiple state agencies, legislative and judicial branches, even selected parts of federal and local government can all be virtually coalesced online into a single enterprise dedicated to delivering services to citizens in the most convenient manner possible.

Digital government creates an experience that makes sense to the citizen—it is intuitively understandable, with a uniform look and feel, regardless of the entity with which the citizen is dealing.

Digital government, through its e-services, improves and strengthens relationships between citizens and their government. Secure and controlled access to timely, accurate, and authoritative public records, e-mail, video

conferencing, a state-level public affairs cable network, and other networked services provide greater opportunity for citizens to access and interact with all levels of government.

From their homes or offices in Neah Bay, Clarkston, Metaline Falls, or Ilwaco, as well as from the cities of Seattle, Spokane and Vancouver, citizens can now do as much online as the few with direct physical access to state offices, the Legislature, and city halls could do only a few years ago. Streamlined easy-to-use electronic transactions increase public confidence in government's ability to function efficiently. Mechanisms for collecting citizen feedback, such as including user comment areas on electronic forms and analyzing common problems solved by help desks, assist the state in responding to the public's needs and priorities.

Mining Costs Out of Routine Processes

Taxpayers may receive the most important benefits of digital government through the transformation of government operations – making them more cost effective and responsive in a rapidly changing world. Digital government holds the promise of bringing the efficiencies of the Internet's .com economy to a .gov world.

Industry observers have noted the impact of the Internet over the next two years is often overestimated, while its impact over the next five to 10 years is profoundly underestimated.

Among those observers is Alan Greenspan, chair of the Federal Reserve Board, who concluded, "The newest innovations…have begun to alter the manner in which we do business and create value, often in ways not readily foreseeable even five years ago."

The purpose of the Digital Government Plan is twofold. First, it continues the vital public conversation about the five to 10 year prospects for digital government. Second, it focuses on the results that can be realized in the next year, producing immediate changes in the citizen experience while setting the preconditions for a longer term, deeper transformation of the way government works.

The challenge of putting government services online is significant—but it brings with it the opportunity to meet the public's expectation of cheaper, faster, better government services through the use of digital technologies. In recent years, Washington's political leaders have embraced digital government as a priority in re-making public institutions, with a view to ensuring their responsiveness and relevance in the new century. The transition to this new model of governance was affirmed following the passage of Citizen Initiative 695, when Governor Locke directed agencies to "expand online government services to provide easier access for the public."

The .gov environment

The public sector is deliberate in its decision making, and must consider factors beyond those that shape strategy and business decisions in the private sector.

Government cannot choose its customers. Its services must be available to everyone within its borders, requiring (in many cases) a hybrid approach to service delivery. Despite growing PC and Internet penetration rates that exceed benchmarks for qualifying as mass media, public agencies may need to maintain conventional service delivery structures to meet their legislative mandates.

Unlike some prominent .com enterprises, government cannot justify huge investments (and attendant operating losses) in pursuit

of greater market share. The market for government services is fixed, and public accountability processes do not look favorably on speculative investments.

Even in the government sector, there are significant differences among states. Washington's state agencies operate in an authorizing environment that includes strong commitments to both open records and privacy protection. While some other states fund the development of agency Internet applications and absorb associated credit card fees by selling their data, this model is not easily reconciled with Washington's authorizing environment.

Learning from the best of the private sector

The private sector has demonstrated that service delivery costs can be slashed through the strategic use of technology. According to the Organization for Economic Co-operation and Development (OECD)[2], distribution costs are significantly reduced for electronically delivered products such as financial services, software and travel. For the airline industry, costs have been reduced from $8 to $1, resulting in savings of 87 percent. In the banking industry, costs have been reduced from $1.08 to $0.13, a savings of 89 percent. Using the Internet for electronic bill payment reduces costs from 71percent to 67 percent, and for term life insurance policies the drop is from $400 to $700 for the traditional methods down to $200 to $350 online, a savings of 50 percent. Finally, the OECD reports, for software the drop is from $15 to a range of $0.20 to $0.50 for the online process. This results in savings of 97 to 99 percent.

Early advances in the public sector

Similar cost savings have been recognized in the public sector. In a 1999 white paper entitled "The Quest for Electronic Government: A Defining Vision," the Institute for Electronic Government states that, "Depending upon the service, the population required to use that service, and other variables, early studies indicate governments are saving up to 70 percent by moving services online compared to the cost of providing the same services over the counter."[3]

Cost savings in other states

The experience of other states is also instructive: the State of Alaska's vehicle registration process used to cost $7.75 for a face-to-face renewal. Now those same transactions cost only 91cents using the new WebMart online renewal system.[4] The State of Arizona is realizing similar efficiencies with its award-winning Internet-based vehicle licensing application.

In another variation on e-commerce applications in the public sector, GeorgiaNet, a public authority established by the state of Georgia, has structured cost incentives into its online service offerings. By absorbing credit card fees and making the cost of service cheaper online, GeorgiaNet is driving up usage and adoption. The result of moving volumes of routine transactions to the Internet is that staffers have more time to work on the exceptional cases, and deal with growing demand for public services cost effectively- without expanding the brick and mortar infrastructure.

[2] *The Economic and Social Impacts of Electronic Commerce: Preliminary Findings and Research Agenda, Executive Summary*, pg.14. The Organization for Economic Co-operation and Development

[3] *The Quest for Electronic Government: A Defining Vision*, by Janet Caldow. Institute for Electronic Government IBM Corporation, July 1999

[4] *Electronic Commerce: A Blueprint for States*, The Center for Digital Government, p14, Nov. 1999.

A long-term commitment to doing government business online

While the cost savings listed above are impressive, it is important to remember that they are associated with specific portions or processes of an overall project, and the rate of savings depends upon how quickly the new services are adopted. As such, cost savings cannot be projected across an entire project or budget unit. Additionally, realization of the cost savings will be made over time since initial savings will be offset by the start-up costs.

Ultimately, cost savings are based on sound business practices—the result of the purposeful transformation of the way work gets done. This requires a long-term commitment to redeveloping government business practices around the Internet. Sustainable implementation of e-commerce applications will be brought about by improving the public's experience with government and by demonstrating the positive cost-to-benefit relationship of changing the way business is done.

More time for everyone

Digital government benefits everyone, even those citizens who are unable or choose not to "go electronic." By serving growing numbers of people over the Internet, Washington can provide the remainder with shorter lines at the traditional counter or shorter telephone queues at agency call centers. Digital government holds the promise of automating volumes of routine transactions (broadly defined to include applications, filings, and information requests) while focusing public employees on those interactions that require individualized attention. Not only does this allow government to be more efficient, it allows government to be more attentive to the individual citizen—both online and offline.

Scope

The Legislature has long held that information technology (IT) can play a vital role in increasing the efficiency of government operations: its intent and direction have been codified repeatedly over the years. For example, legislative leaders, together with the Secretary of State, established the Electronic Authentication Act (first enacted in 1995), which provides the legal framework for certain types of digital signatures. The Legislature also created the Information Services Board (ISB) and delegated to it the stewardship of the state's IT resources and, by extension, digital government. Consistent with this directive, the digital government initiative will focus on new ways to realize internal efficiencies within its own operations as well as provide services and information to citizens and businesses. As detailed below, the Legislature has created dedicated funds to deal with important technology issues, most notably Year 2000 remediation and digital government.

Digital government will be constructed in several phases. Washington will progressively deliver services and/or information from all arenas of state government, including the legislative, judicial, and executive branches, including both large and small agencies, and all levels of the educational system. In time, intergovernmental agreements will allow the inclusion of services from other governments such as federal and local agencies. The centrally organized delivery of many diverse services through the state's Internet portal will reach a critical mass, and the resulting single face of government promises to be among the most effective routes for conducting business on the Internet.

Digital government will also take a comprehensive approach to its scope of technologies. While the initial focus of the

work will be on services designed to be delivered to the desktop personal computer (PC), it is not likely to remain there for long. Dataquest estimates that the sale of mobile Internet devices will increase from 685,000 this year to 19.2 million in 2003, and IBM foresees 1 trillion "smart devices" connected to 1 billion users around the world in the not-too-distant future.[5] As these new devices for receiving information are developed by industry and more broadly used by the public, Washington will incorporate them into the delivery of digital government services.

The Business of Going Digital

The first element: leadership intent

In the public sector there are three elements to the business rationale. The first is clearly stated intent of the political leadership. At the Microsoft Government Leadership Conference in April 2000, Governor Locke described Washington's plans for digital government:

Nobody else is bringing agencies together the way **we** are in this plan. The plan not only offers easy access to information, it will provide the tightest security measures available today. Washington leads the nation in digital government because of what I'll show you right now.

Washington is orchestrating a groundbreaking relationship between citizens and government…a dot .gov relationship that works like the best of the dot .coms. If you can order your groceries from home, you should be able to register your car and order your license tabs from home. If you can order Windows 2000 from home, you should be able to apply for your business permit from home. So Washington is the first state to offer citizens access to every state agency in 'the click of a mouse.' And to do it with confidence that their personal information is protected. It's called Access Washington. It's state government all under one roof…

It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change. Today is about a change in the way we do government. Our business climate is heating up and government is keeping up…providing citizens with information and services at their fingertips. When they want it. Where they want it. This is about real people doing real business in real time. We are the most technology-intensive economy in the nation. We have more than 7,000 high-tech establishments employing more than 76,000 people, paying more than $3.7 billion in wages, thanks in a large part to Microsoft…so our citizens are used to interacting with a computer all day long. So we want them to be able to interact with us in government through their computer, too.

From in line to on-line…it's all about the streamline that government can and will be. And all the while, we're making government more efficient, less expensive, and greener! We're phasing this in…so by the time it's all in place, it will be just what our citizens want. Trust is about relevance. We want people to trust government. For them to trust government, we must be relevant in their lives.

The second element is utility.

The Public Information Access Policy Task Force, in its 1995 report and recommendations, states that "Public demand should drive the selection and prioritization of government information that is made available electronically. High use materials and basic government information should be among the first materials made available electronically."[6]

[5] *Moving Beyond the PC: Thanks to Finland, surfing the Net will be easier than ever.* By William J Holstein in U.S.News Online, 12/13/99.

[6] Report and Recommendations. Encouraging Widespread Public Electronic Access to Public Records and Information Held by State and Local Governments. Public Information Access Policy Task Force. December 1, 1995.

The task force recommendation was later codified in statute and directs that "agencies shall develop processes to determine which information the public most wants and needs."[7]

What is true for government information is also true for government transactions. Those transactions that involve the highest number of people and demonstrate the greatest business value in the state should be given priority. Vehicle license tabs is clearly the exemplar program in this category.

The third element is value.
An important part of any strategic plan is the supporting business and financial strategy. This focuses on the business side of the equation and answers strategic questions such as:

- What does the public want, need, and expect? (Digital government, with its citizen centric focus, creates a rich opportunity to invite user participation in the requirements definition process.)

The .gov authorizing environment

Harvard's John F. Kennedy School of Government and University of Washington's Daniel J. Evans School of Public Administration have identified the three primary and interrelated aspects of a public sector authorizing environment: value, support, and capacity. Washington's digital government initiative is strong in all three areas.

The value proposition for the citizen is clear in terms of more convenient services, and for the government in terms of more efficient and less costly delivery systems.

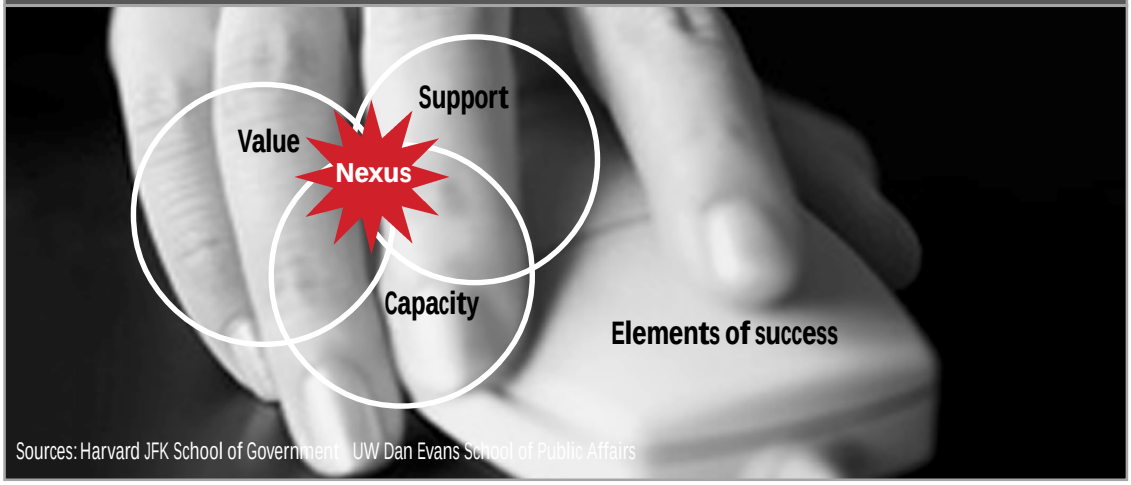
Political support for digitizing government has been distinctly verbalized by the governor and his administration in numerous public statements. Agency directors and information technology managers have committed their support by signing contracts with the governor that promise to deliver government services online.

Capacity, the aspect that other states have frequently identified as lacking, is a real strength for Washington. As the national leader in digital government, Washington has demonstrated in past projects that it already has the resources, infrastructure, and human capital to make digital government a success.

The nexus of this triad is where the value proposition holds, the support is in place, and the capacity is available. This is the place where success is most assured. Case studies from Harvard and UW confirm that failure occurs when an activity or initiative operates outside of this area.

Washington's plan for digital government drives to the nexus, as does its strategy to develop the three critical components of policy, infrastructure and applications in an interlocking way.

Toward the nexus of digital government: value, support and capacity



Sources: Harvard JFK School of Government, UW Dan Evans School of Public Affairs

[7] RCW 43.105.270 (1) (d)

- What do small business owners really want?
- How much are they prepared to pay for the services?
- How much is it going to cost to develop and support the service?
- Who will invest in the venture?
- What do they expect in terms of return on investment?

Toward Digital Government

The state's successful transition to a digital government is based on careful, coordinated planning to ensure interoperability, ease of use, security, and the wise investment of taxpayer money. To get there, the architects and builders of digital government must take an approach that treats the state, with all its various components, as a single enterprise.

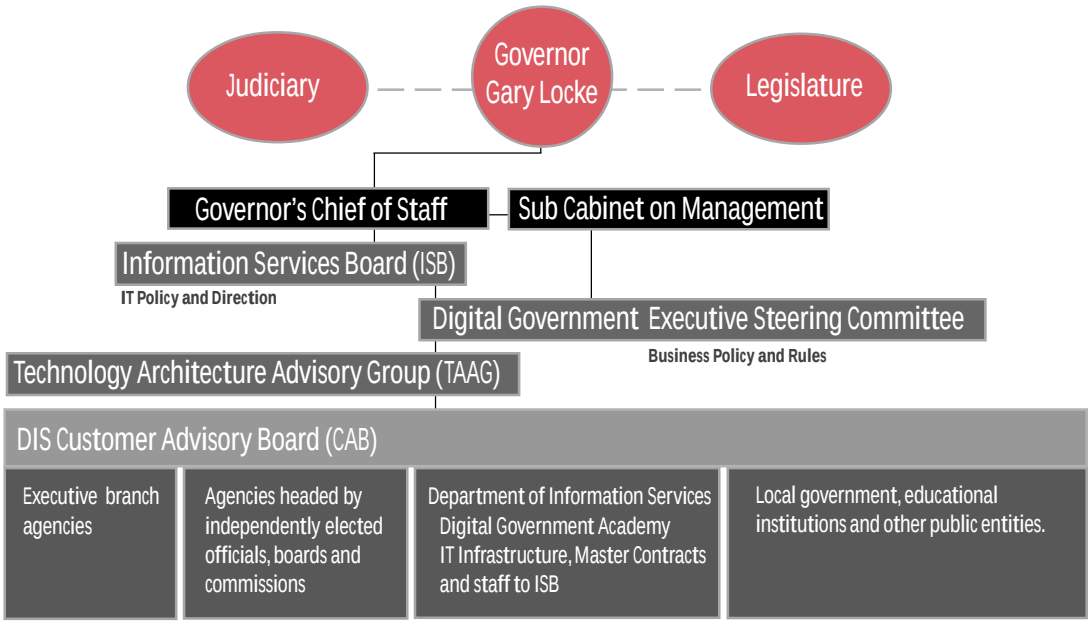
The Community of Value

A community of interest is commonly defined as a group of individuals or entities with a common goal. A community of value also shares a common goal—in this case, digital government — but it goes further. A community of value is also characterized by a shared investment (economic and/or political) in the outcome and interdependency among the players. In many ways, the Internet is transforming a community of interest within state government into a community of value.

Agencies share a common goal of providing a better citizen experience through more efficient service delivery. Because citizens do not distinguish between or among agencies that perform well and those that do not when forming opinions about what they see as a single entity called government, agencies have a shared interest in the outcome. Finally, the effectiveness, completeness, efficiency and integrity of the

The community of value around digital government

Those who deliver services, those who provide infrastructure and those who authorize how government services get delivered.



citizen experience rely on agencies coming together around common infrastructure, protocols, and interfaces. Digital government, done well, creates a mutual, interdependent development environment across the family of agencies.

The state's "community of value," is working together to build digital government using these critical success factors:

- Executive level commitment
- Communication
- Collaboration
- Allocation of resources
- Statewide approval and support
- Correct sequencing and priorities
- Risk management

The state's community of value is composed of those who deliver services, those who provide the infrastructure, and those who authorize how government services gets delivered. Together, they share responsibility for guiding the transition to digital government.

The state's Information Services Board (ISB) is providing the authorizing environment and strategic technology direction for the implementation of digital government while the Digital Government Executive Steering Committee (DGESC) and the Department of Information Services (DIS) coordinate the effort to develop the policies for the Information Services Board to approve.

Many partners have key roles and responsibilities to monitor digital government's progress and ensure its success. Each is discussed in turn.

The Information Services Board (ISB)

The ISB, as a policy and planning body, has been given a broad legislative mandate for the stewardship and management of the state's IT resources. Along with developing the plans, technology standards, and policies to enable digital government and bring it to fruition, the ISB also oversees IT acquisitions and projects, receives progress reports on the digital government program, and approves and monitors individual digital government projects as appropriate.

The ISB receives recommendations from the Digital Government Executive Steering Committee and the Technical Architecture Advisory Group for changes to state technical standards and policies underpinning the digital government project. Approval and coordination of digital government initiatives across state agencies focuses on four broad questions:

1. **Infrastructure:** Does the project meet the state's architectural standards, and does it fit within the state's overall infrastructure?

2. **Acquisition:** Does the project meet the state's investment policy? What acquisition methodology does the agency plan to use, and why? What is the cost effectiveness/ benefit for the agency and the state?

3. **Development:** How does the agency plan to develop the application?

4. **Implementation:** How does the agency plan to deploy the project?

Under RCW 43.105.041, the ISB is responsible for the statewide IT plan and its periodic update. This Digital Government Plan represents the first phase in the statewide plan's redevelopment around the imperatives of the Internet.

The Digital Government Executive Steering Committee (DGESC)

The Digital Government Executive Steering Committee provides enterprise-wide business policy guidance, recommendations, issue resolution and coordination to achieve the goals of the digital government program. The DGESC provides executive branch leadership from which other branches of government may benefit. The committee develops a prioritized set of strategic digital government initiatives, helps synchronize digital government activities, ensures a customer-centric focus and champions business transformation. It also develops and sponsors architectural and design standards and guidelines, recommends changes to statewide policy and encourages efficiency gains for greater capacity through digital government initiatives. The committee is composed of executive-level agency representatives who are actively involved in developing Internet delivered public services.

The Technology Architecture Advisory Group (TAAG)

The TAAG makes recommendations to the DGESC regarding technical requirements, tool selection, and objectives for e-commerce infrastructure and services, including design of electronic authorization technologies, access control and directory services. The TAAG also participates in the development of digital government policy, standards, and guidelines. This group is composed of senior level agency IT managers drawn from the DIS Customer Advisory Board.

The Department of Information Services (DIS)

A member of the DGESC, DIS provides technical expertise and guidelines for digital government; coordinates and supports interagency communications; develops and implements new technology infrastructure and services; advises on funding to support agencies' digital government services; and provides staff support to the ISB.

The Legislature has authorized DIS to coordinate the effective use of voice, data and telecommunication technologies. It has also directed DIS to create a structure that manages networks, increases information sharing opportunities, recognizes any price advantages of new computing opportunities and "assists agencies in implementing such possibilities." [8]

Building on its five years of experience in pursuing strategic initiatives, DIS has created a place, both physical and virtual, to fulfill these mandates. The intent is to accelerate digital government development in a collaborative environment. As detailed in its charter, the Digital Government Applications Academy is a collaborative learning and development environment designed to accelerate the deployment of agency-built, web-enabled applications. It exists as a catalyst for rapid and replicable development of secure, convenient, and cost effective Internet delivered services.

Office of Financial Management (OFM)

A member of the DGESC, OFM approves use of electronic and other technological means to transfer funds whenever economically feasible. OFM also assists agencies in identifying resources or reallocation of existing resources for agency electronic commerce initiatives.

[8] RCW 43.105.017(c)

Office of the State Treasurer (OST)
A member of the DGESC, OST establishes contracts for settlement of electronic payments for goods and services. OST also coordinates agencies' acceptance and use of credit cards and other payment methods. In a joint effort with OFM, OST establishes the means of making, receiving and managing electronic payments for goods and services.

Office of the Secretary of State
A member of the DGESC, the Secretary of State licenses certification authorities that issue licensed digital certificates in Washington. The Secretary of State also evaluates and recommends appropriate means for archiving electronic records.

The State Archivist, a Division of the Secretary of State, provides technical expertise to the state's records and information, as well as maintaining and preserving the state's digital government records as required by law.

Office of the State Auditor
A member of the DGESC, the State Auditor participates in the development of internal control standards for electronic commerce and develops and recommends minimum requirements for auditing electronic records.

State Agencies
Agencies develop the applications that move service delivery to the Internet. They are responsible for business strategy and procedures, cost/benefit analysis, process improvements for the Internet applications, as well as implementing agency specific components of electronic security architecture. Agencies have also dedicated executive management and technical staff to support and provide critical input on the digital government effort as they seek to transform the way their organizations do business.

Go to next section